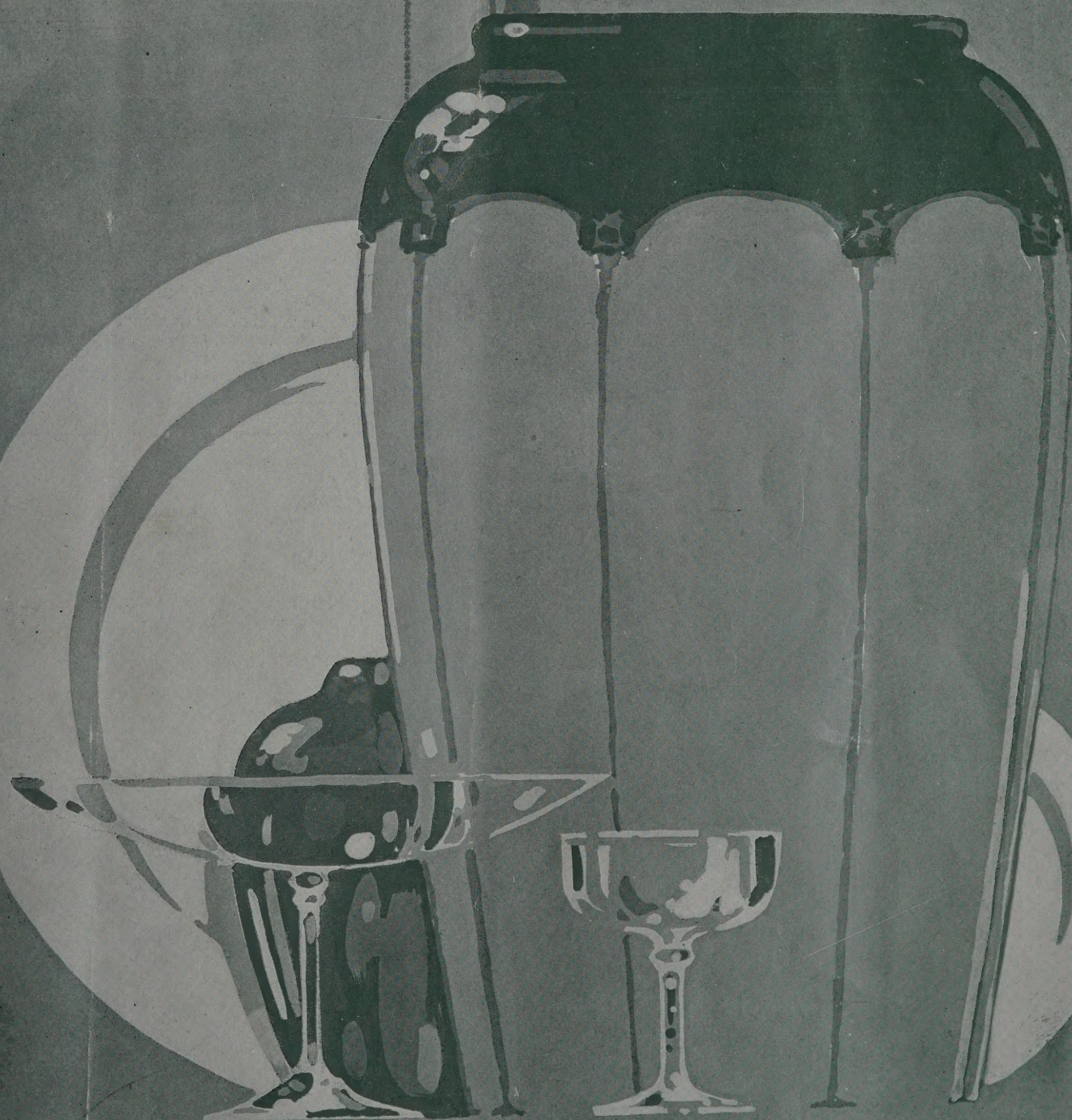


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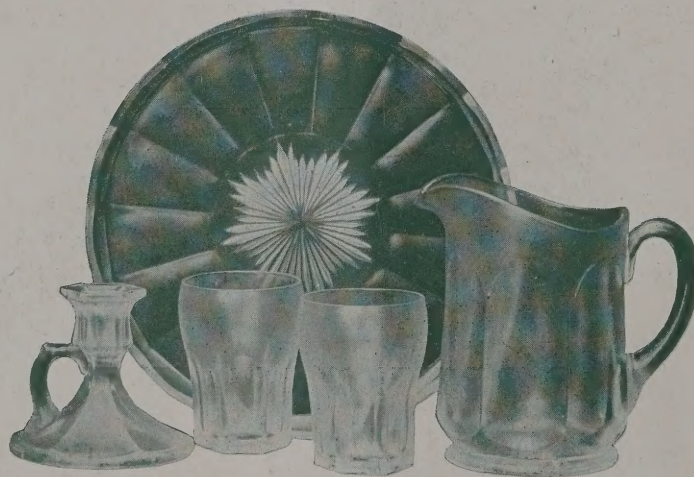
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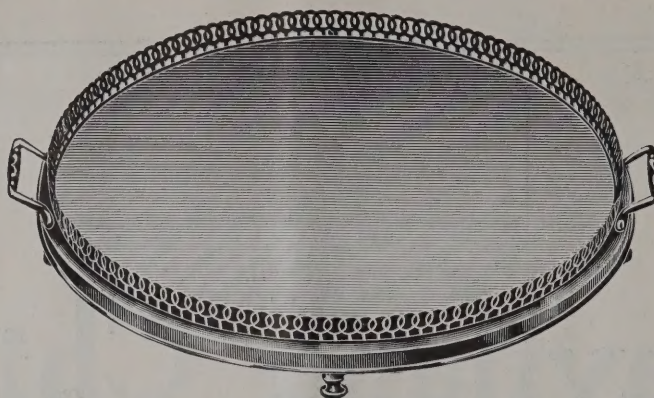
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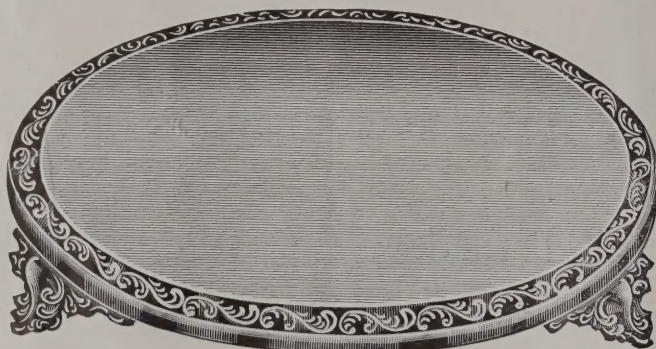


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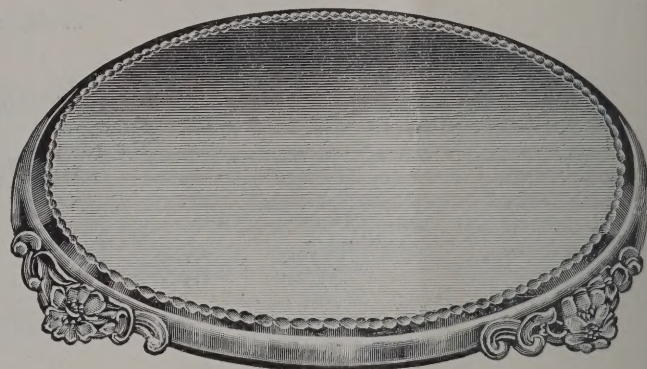
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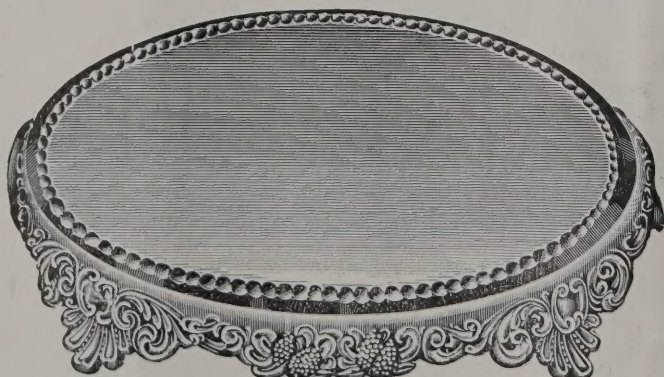
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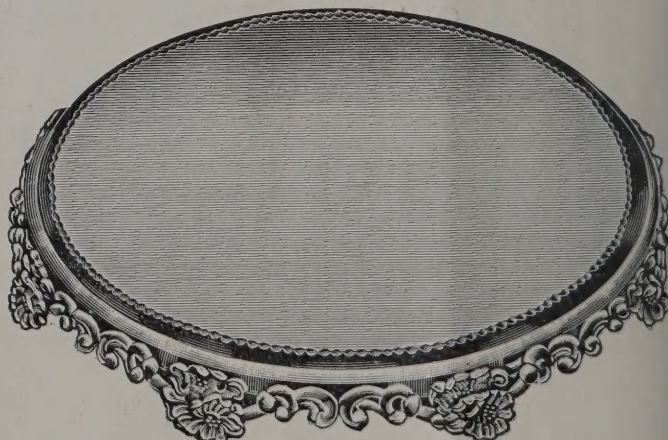
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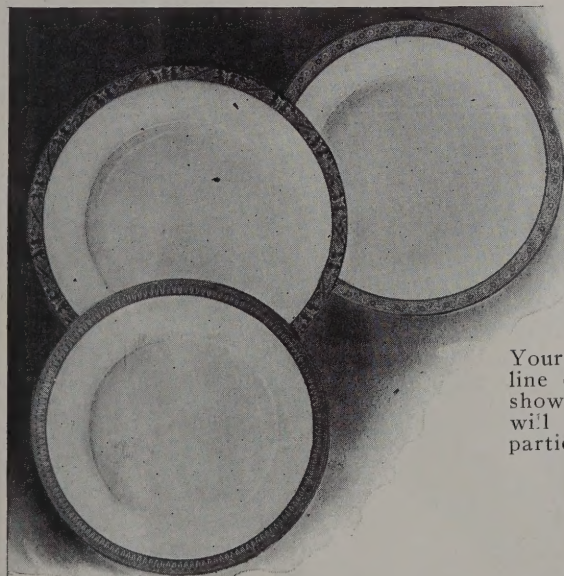


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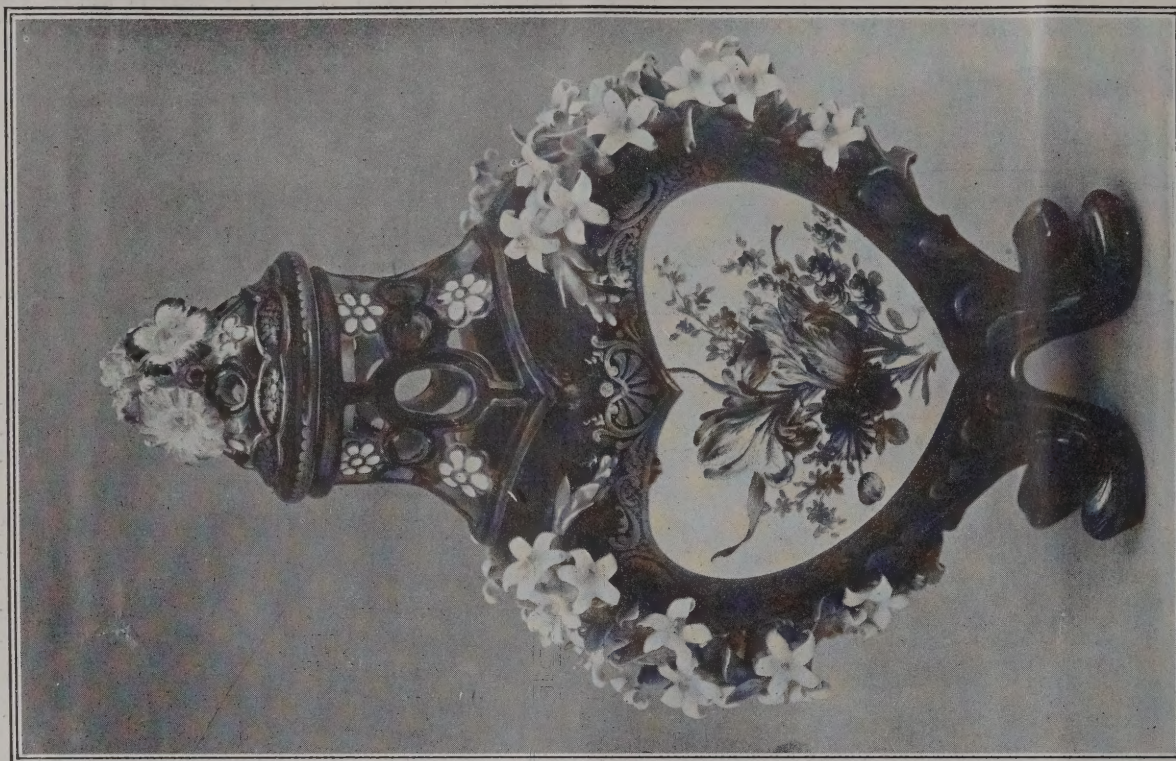
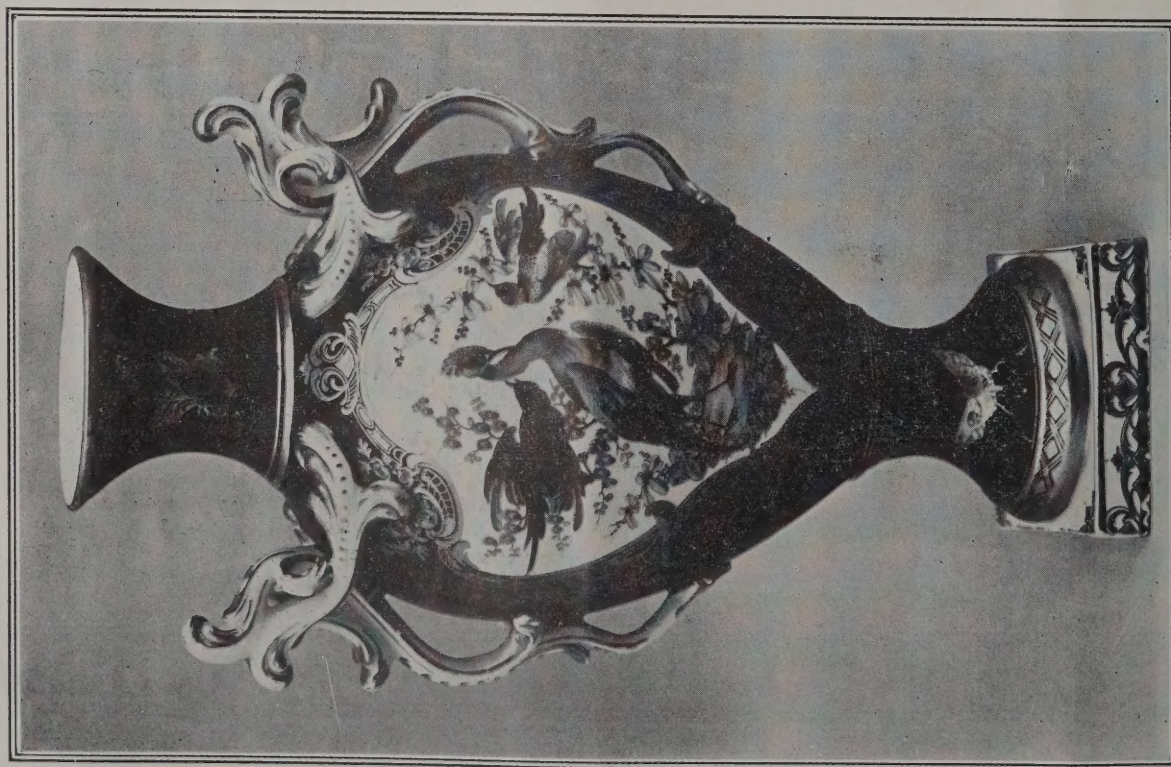
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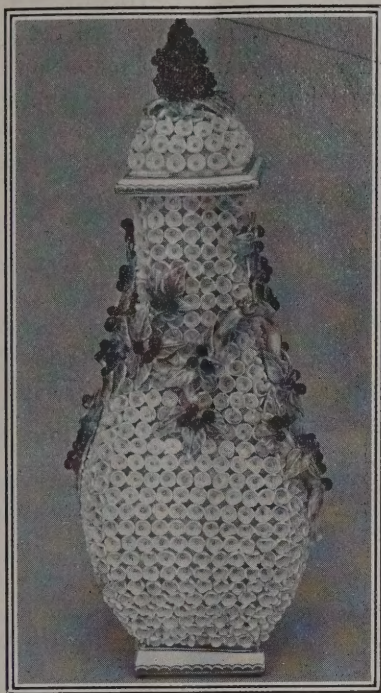
Exclusive Dinnerware and Table Crystal

47 WEST 36th STREET

NEW YORK



Two charming Chelsea porcelain vases in the Cadwalader collection at the Metropolitan Museum of Art, New York.



Three valuable pieces of Old Chelsea ware—a garniture, mantel ornament and a quaint candlestick, at the Metropolitan Museum.



Museum Gets Valuable Chelsea Porcelains

UNDER the will of the late John L. Cadwalader, the Metropolitan Museum of Art, New York City, have been presented with an exceedingly valuable and choice collection of old Chelsea porcelains, second only to the collections in the British and South Kensington Museums, England. It is said that among all his possessions Mr. Cadwalader took great pride in his collection of ornamental porcelain, bequeathed to the museum. The manufacture of this soft-paste artificial porcelain was begun in England first at Bow and later, about 1745, at Chelsea, in an endeavor to emulate the royal establishment at Meissen, near Dresden, where the making and marketing of domestic porcelain, as a rival to the imported Chinese product, had been successfully carried on for a number of years. The Chelsea works were conducted at the expense of the Duke of Cumberland and Sir Everard Fawkener, under the direction of a foreigner, named Sprimont, who mulcted his two patrons so successfully that Fawkener, at least, died comparatively poor, while Sprimont had amassed a fortune by the time he retired from the works in 1765. The larger number of the seventy-six pieces of Chelsea in the Cadwalader

bequest were made before this date and after 1750, the fifteen years during which the factory produced its most successful work, including both table and ornamental ware.

The table ware in the Cadwalader collection is the best of its kind and represents most of the known varieties of colored backgrounds and modeled and painted decoration. Most interesting among the ornamental ware are a pair of candlesticks in the form of a Chinese lady and gentleman, each under an intricately flowered pagoda, after models attributed to Louis François Roubillac, a French sculptor, the author of Handel's monument in Westminster Abbey, who for years produced the finest statuettes made at the Chelsea china factory. A pair of larger allegorical characters are also in Roubillac's style, while several less imposing sets show the typical gay little figure in sprigged garments against an artificially informal tree, the whole placed on a rococo base in white and gold. The models of birds and animals are not only characteristic but full of naive invention combined with skilful modeling and bright color, most expressive of the temper of the period.



Beautifully decorated Chelsea vase.

"BIG BUSINESS BOOM" SAYS WILSON.

BEFORE a delegation of Virginia editors who visited him at the white house, recently, President Wilson declared that the United States was on the eve of the greatest business boom in its history and that signs of the revival were already discernable. The boom, according to Mr. Wilson, will come as a result of the "new constitution of freedom for business" incorporated in his pending anti-trust legislation which, he declared, will not be postponed.

The President made his remarks shortly after he had heard of the H. B. Clafin Company failure in New York, although no official ventured to say that he had that in mind while speaking. That he was tremendously in earnest was evident. His eyes flashed and at times he clenched and raised his fist for emphasis. While he spoke to a small group, it was implied that his assurances were meant for the country. A military aid, in full-dress uniform, stood beside him, and there was every indication that the speech was meant to be one of the most important of the Administration.

For ten years, the President said, business had been uneasy because of attacks on it. He contended that his administration was the first in years that had been the real friend of business, and he added that his Administration was going to prove its friendship by clearing away all anxiety among business men over what was to come.

In declaring that signs of business revival already were to be seen throughout the country, Mr. Wilson seemed to feel sure of his ground. He declared that,

through governmental agencies and extensive correspondence, he was better able to judge conditions than any one else in the country. He compared the condition of business in recent years to a man about to undergo an operation who feared that it would be a capital one. He added that it had become apparent that only minor operations were necessary, and that it would be dangerous to postpone them.

Nothing would be more unfair to business, the President stated, than to keep it guessing. During the pendency of the Tariff and Currency bills, he said, business shivered, but there were no serious effects. There was no reason to think that the result would be more serious after the anti-trust bills were passed.

The following are some of the interesting paragraphs taken verbatim from Mr. Wilson's speech:

We are in the presence of a business situation which is variously interpreted. Here in Washington, through the Bureau of Commerce and other instrumentalities that are at our disposal and through a correspondence which comes to us from all parts of the nation, we are perhaps in a position to judge of the actual conditions of business better than those can judge who are at any other single point in the country; and I want to say to you that as a matter of fact the signs of a very strong business revival are becoming more and more evident from day to day.

I want to suggest this to you: Business has been in a feverish and apprehensive condition in this country for more than ten years. I will not stop to point out the time at which it began to be apprehensive, but during more than ten years business has been the object of sharp criticism in the United States, a criticism growing in volume and growing in particularity; and, as a natural consequence, as the volume of criticism has increased, business has grown more and more anxious.

Business men have acted as some men do who fear they will have to undergo an operation and who are not sure that when they get on the table the operation will not be a capital operation.



Systematic arrangement marks the dinnerware display in the large department of Barker Bros., Los Angeles, Cal.

The Systematic Management

THE SECOND OF A SERIES OF THREE ARTICLES ON SCIENTIFIC MANAGEMENT

BY E. ST. ELMO LEWIS, OF THE BURROUGHS ADDING MACHINE CO.

SYSTEM is the rut in which some men are proud to live. It is the rut in which the thoughtless run without fear of serious catastrophe. System at its worst, affords the incompetent and indifferent a nice, comfortable, easy way of doing things. They progress along the road that has already been marked for them, beaten down and road-rolled by the hundreds of feet of men who have gone before. Automatically, every New Year's Day, salaries are increased a few dollars a week, to the "soldier" as well as the worker. Automatically each one is checked up. If each has followed the system, he is ignored, but if he hasn't, he is called down. Each has learned a set, prescribed way of going through his work until, as the youngster said, "he could play the piano with his eyes shut." Under a systematic management a man doesn't have to think, but he does something and remembers. A great many go through their work just as they eat their meals. They eat them whether they want them or not. So they do their work whether it is useful or not.

When the President's Efficiency Commission investigated the Government department at Washington, it found that Government workers were making copies of original documents laboriously by hand. By the introduction of a photographic process of making these copies, a 75% saving of clerical time and 90% in cost was effected. \$242,000 a year was saved in the handling of public documents. It was estimated that another \$850,000 could be saved annually if the departments would standardize properly the handling and filing of correspondence.

The same discovery applies to the majority of business houses. Each department stands alone. To all intents it is separate business. This department files correspondence one way, this one has another, that one still another. If four or five departments have correspondence with the same customer, or prospect, even about the same thing, it is only rarely that the complete correspondence can be brought together without a very great deal of difficulty and trial. Why? Is it not because the management does not see the business as a whole, however thorough may be its grasp of details?

The systematic type of manager is a decided improvement on the rule-of-thumb type. The systematic type recognizes that there are some better methods of getting information about what is going on. He aims to find what is a good way to do things by comparing the results of the good, bad, and indifferent methods of the past. He is making the first step toward find-

ing out the facts about his business. The systematic type of manager has one drawback which is so common as to be almost universal—he is still thinking about things and not about people. To him a system is a chart of accounts, or a bunch of cards, or a vertical file, or a loose-leaf ledger with its accompaniment of books and forms and ideas about their handling, but still it leaves out the human element. He continues to believe that the man element is the uncertain, the unsystematic, the untrainable element. He does not think about men—how to train them—but he simply forces them into the grooves of handling a thing in a so-called systematic fashion. He makes them what he thinks they are—automatons.

System is, on the contrary, a machine means to a humanizing end. Its primary purpose is to raise efficiency, and a system that doesn't raise efficiency is fallible, weak, impotent, in the way and a nuisance.

The purpose of a system is—

1. To keep a true record of what has actually happened.
2. To keep this record in such terms that the manager may readily translate it into the most productive action.
3. To insure a reliable, immediate, and accurate record, in order that the manager may determine standards relative to the practice of work, and the conditions surrounding the work, and the operation and their sequence, and fix an adequate reward for the best work.

In the highly systematized type of management the man gets caught in the net of a pre-determined method of following the work, and can make no change from it without dislocating the whole business routine. How often have you heard when you go into a retail store and you ask them to do something—"Well, we have never done it that way?" I once made a purchase of some hundred odd dollars in a jewelry store and asked them to deliver the purchase to a steamer. The clerk said that "The delivery doesn't go out until three o'clock." I had to have it delivered at two. In his routine way of thinking it never occurred to the clerk that he could have a special messenger do the delivering and even the head salesman had to "see if it could be done."

Mr. Harrington Emerson tells the story of a systematic government official. When he was living in Germany, there were only four official religions—Reformed, Lutheran, Catholic, and Jewish. When Mr. Emerson was filling out the census blank for his father's family, he told the census official he wasn't a

member of either of these four faiths, but he was told that he had to choose one of them or else be fined. Of course he chose!

In a business with which I was at one time connected there was a certain chart of accounts arranged, and you had to select which of these accounts a disbursement was to be charged. New conditions arose, but the chart of accounts remained the same. Items, for instance, such as were used for the development of the sales organization were charged to advertising accounts, and the management of the company, therefore, got an entirely erroneous idea of the amount of money it was spending for advertising. Nearly a sixth of the amount of money charged to the advertising accounts never even remotely affected the state of mind of the prospective purchaser. The consequence was that the chart of accounts ran the business, and not the business the chart of accounts.

The systematic type of mind constantly falls back for precedent—it is traditional. Mr. H. G. Wells, in his thought-provoking book, "The Discovery of the Future," hits off this type of mind remarkably well:

"The Systematic type of mind:

"One might speak of as the legal or submissive type of mind, because the business, the practice, and the training of a lawyer disposes him toward it; he of all men must adhere constantly to the law made, the right established, the precedent set, and consistently ignore or condemn the thing that is only seeking to establish itself."

"The efficient type of mind:

"I might, for contrast, call the legislative organizing, or masterful type, because it is perpetually attacking and altering the established order of things, perpetually falling away from respect for what the past has given us. It sees the world as one great workshop and the present is no more than material for the future, for the thing that is yet destined to be. It is in the active mood of thought, while the former is in the passive; it is the mind of youth, it is the mind more manifest among the western nations, while the former is the mind of age, the mind of the 'Oriental.'"

Now, the important thing in management is to realize that we need the strenuous, we need the systematic, and we need the efficient. We need strenuousness to help fix quantity standards, because when the strenuous man is properly guided and handled, he gets a maximum quantity efficiency. But he must be guided.

The systematic type furnishes those reliable records by which we keep track of the efficiency, find it out and establish its standards. But left to himself without guidance, the systematic type of man runs to seed. He becomes petrified in the attitude of changeless superiority. It is only the efficient man that can be left alone, because he will not leave anything alone.

The systematic man, of course, is the stand-pat and conservative mind at work. He prefers to write history rather than prophecy. His mind is set towards the setting instead of the rising sun. He compares today's result with yesterday's result, instead of comparing it with the ideal standard of tomorrow.

The systematic manager inevitably curtails initiative

in the plant, for he sets wage limits instead of work limits. He is not concerned about the value so much as he is concerned with the price.

The efficient man is after what we shall do to be perfect. The systematic man is content if he has properly taken care of today in comparison to yesterday. The efficient man is principally concerned in seeing that tomorrow is taken care of in order that today will automatically be looked after.

Place the systematic man in charge of your cost work. He is perfectly content if he can devise a system that will attach a string to every dollar, with the consequence that in the hands of the small systematic men, a cost system rarely gives costs, though it produces a lot of figures.

The great fallacy in costs, as some of the efficiency experts have pointed out, is to generalize from the whole to a part, to apply data covering a ten-year period to a lesser period, down to a day. Averages are the pitfalls of the system-mad cost accountant. "The average temperature, or rainfall, ought not to be taken as the weather indication for an outing," is the witty way Mr. Emerson has put this failing.

Mr. Emerson in his book brings out one very important item by a very vivid comparison. There is a difference between expense and cost. If a salesman on the road paid 25 cents for a cigar with a hundred-dollar bill and neglected to get the change, the trip cost you \$100.00, but the expense was only 25 cents for the cigar. The systematic cost man wants only to know what becomes of the money, the material and the work where it has gone. The efficient man wants to know what you have gotten for the money, and vitally important, if what you received in return for the money is worth the price. We have crude so-called cost systems which do not reflect the activities of a business at all. Merely because a man is systematic, merely because he has a system, is no indication that the system is telling him any usable facts about his business.

It is important, therefore, in the establishment of a cost system to pre-determine what you want it to do.

You can't let a cost system just grow.

If you do let it grow, it will grow in many ways that will be expensive and bristling with misinformation pitfalls for your unwary judgment. Put in a cost system by all means. Bring to bear the problem the same concrete information, skill, experience and attention to scientific detail you would in making an installation of an electric power plant, or a transmission system, or putting up a new factory building.

As a matter of fact, what do you know about the matter of costs? What do you want a cost system to tell you? If you want to have a cost system to help produce a greater efficiency, then you want it to aid in

(Continued on page 18)



A section of the dinnerware department in the Jantzen-Railsback Co.'s new china shop, Los Angeles, Cal.

Retailing China and Glass in an Ideal Shop

WHEN planning for their new and greater china shop, the Jantzen-Railsback Co., of Los Angeles, Cal., had an experience of over thirty years in the retailing of the finer and more exclusive lines of china, cut glass, silver-plate and housefurnishings to guide them. That they have succeeded in their endeavor to provide an ideal china and glass shop for their patrons in the Coast city is evident from the photographic reproductions in this issue.

The harmonious arrangement of stock and simple decorative treatment of the interior carry out that quiet tone of refinement found only in the exclusive shop.

The new firm is practically the successor of the Vollmer-Jantzen Co., for twenty years one of the leading retail china and glass shops on the Pacific Coast. Mr. W. F. Jantzen, who was president and general manager of the Vollmer-Jantzen Co., and its predecessor, H. F. Vollmer & Co., has supervision of the new Jantzen-Railsback Company, and under his able management the new store has established itself in the good will and confidence of the Los Angeles people. C. P. Railsback, the other member of the firm, is also widely known in china and glass circles and was for

many years identified with the Railsback Studios of Los Angeles. He is in charge of the decorating department and has developed it into one of the finest departments of its kind west of Chicago.

The new store is located in the Jantzen Building, 720 South Hill Street, where it is easily reached from any point in the city. The main floor display consists of silverware, to the right of the main entrance; pressed and blown glassware, to the left; brass novelties, andirons and fire sets, Dresden novelties, and hand-decorated china occupy space in the centre of the main floor, while the china department occupies the rear half of the south side, with cut glass and electric and gas table lamps on the north side. The mezzanine floor is given over to the granite and kitchen ware, stove department, hotel and wholesale sections.

The china department is one of the features of the store and every facility is at hand to enable the customer to make a selection from the large assortment shown. Dining tables in snowy white linen are available for setting, to show the dinner service as it will appear in the home. Comfortable chairs are provided for the customer while making the purchase. The stock carried includes the best from Limoges, Staf-

POTTERY AND GLASS

fordshire, and other porcelain producing centres of Europe, as well as a large assortment of domestic ware. Fancy pieces, such as flower baskets, comports,



A selection of dining and cooking ware is quickly made in the hotel ware department.

plates, dishes, etc., are shown in great assortment in the Dresden section.

The hand-decorated china department has been one of the features of the store and considerable business is done in white ware. Classes in china decorating have been conducted, while the several burning kilns have been used constantly by both pupils and artists throughout the city.

The same high standard in the selection of stock is carried out in the glassware departments, and the products of the leading quality cutters both in engraved and cut glass are carried, while the display of blown and pressed ware is also representative of America's best efforts.

The mezzanine departments are popular with the public, for here are found the thousand and one kitchen needs, granite, enameled and nicked ware, German novelties, refrigerators and ice cream freezers in large variety. Adjoining this section is the stove department where the cook can carefully inspect the latest features in stove building. A large business is also done in the hotel and wholesale departments, this particular branch of the business being specially looked after in order that the needs of the trade can be filled



The well arranged house-furnishing department on the mezzanine floor.

and delivered promptly. They are in a position to make up special decorations on short notice, the monogram work of the decorating department being especially attractive. Mr. Railsback looks after this end of the business and has been very successful.

Courteous and attentive salespeople, reasonable prices and careful delivery have created a confidence in the minds of the shopping public of Los Angeles which spells success for the Jantzen-Railsback Company.



The main floor display of cut, pressed and blown glass ware and art metal wares in the Jantzen-Railsback Co. China Shop, Los Angeles.



Practical Law for the Buyer and the Seller

A department devoted to a discussion of the various legal matters that are constantly confronting the man in business; opinions rendered are based upon actual decisions.

Written by Elton J. Buckley.

Being Careful About Having Employees or Customers Arrested.

I SUPPOSE every day hundreds of conflicts arise between employers and individual employees, some of which become very acrimonious and result in strenuous measures—the arrest of the employee on various grounds, or threatening to arrest him upon certain named grounds, in the presence of witnesses, or if the question of arrest is not in it, accusing the employee of some serious offense in the presence of witnesses. I am not concerned with the last named act in this article; the employee's action in such a case if he brought one against his employer, would be slander. I am concerned with cases where an employer, believing that he has cause, has an employee arrested. The important point is what is likely to happen if the employee retaliates by suing his employer for malicious prosecution. Arrests of customers are in the same class.

This is inspired by the decision in a case against a large and well known baker, which has just been handed down by the Appeal Court of the State in which it occurred. In that case the baker had an employee arrested for failing to turn in collections. The employee was acquitted when tried in the criminal court, and promptly sued the baker for damages for malicious prosecution, which means prosecuting him without any good reason to. After a long-drawn-out litigation, the Appeal Court decided in the baker's favor, but the point is two-fold: the court *might* have decided the other way. As a matter of fact, the jury that had the first whack at it did give the employee a verdict for \$500. This was set aside by the lower court, and finally by the Appeal Court. In spite of this the actual expenses of the case must have been at least \$500, which the baker lost—he cannot get it back.

The moral is not to have an employee, or a customer, or *anybody* arrested until you are as sure as you can be, under the circumstances of the case, that there is guilt. The baker in the case I have cited had reason to feel sure his collector was guilty, but even

then a jury—whose verdict might have been permitted to stand—gave \$500 against him.

The facts of that case were interesting. The employee was hired to deliver bread to the firm's customers, make cash collections for it, and turn in daily reports of bread sold and cash collected. In January, 1909, the books showed the collector was short \$132. When told this, he paid it at once and without question. Some considerable time after that, the books showed another shortage, of even a greater amount. He was confronted with this, and admitted he was some short, but not to the extent that the books appeared to show. He did not pay it back, and his employer had him arrested for embezzlement. Certainly one could hardly feel surer of his ground than in this case, and yet the subsequent course of the case shows the trouble that one can get into even when he acts on the surest case. When he was arrested the collector said to the magistrate that he was "short in his accounts with the firm," and he "might as well plead guilty." He was held in bail for court and after being in jail three or four days was finally tried before a jury on the embezzlement charge. For some unaccountable reason, he was acquitted and then the fun began. In spite of all the evidence against him, some of which was his own admissions, he sued his employer for heavy damages on the charge of malicious prosecution. And moreover he induced a jury to award him \$500! Happily, that was not allowed to stand.

The main question which always has to be decided in cases of malicious prosecution—where the plaintiff charges that he was wrongly prosecuted—is, was there probable cause for the prosecution? If there was—and if a jury can be convinced of it—then the case usually falls. Because if an employer had reason for believing his employee to be an embezzler, he had by the same token, probable cause for having him arrested, and there was no malice in it.

It is always evidence of good faith and the existence of probable cause, that the employer consulted a lawyer before he had his employee arrested, and was advised

(Continued on page 20)

POTTERY AND GLASS

WITH WHICH IS COMBINED

GLASS AND POTTERY WORLD

GLASS AND POTTERY WORLD, Founded 1893.
CHINA, GLASS AND POTTERY REVIEW, Founded 1897.
Amalgamated April, 1905.

POTTERY AND GLASS, Founded 1908.
Amalgamated April, 1909.

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DEVOTED TO THE INTERESTS OF THE POTTERY, GLASS, LAMP, ART
METAL AND ALLIED INDUSTRIES

T. A. CAWTHRA	Managing Editor
PROF. CHARLES F. BINNS	Technical Editor

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VOL. XIII

JULY, 1914

No. 1

THE workman's compensation law, which passed the New York State Legislature on March 16, this year, and the compensation features of which became effective on July first, is occasioning a varied amount of discussion among the manufacturers in that state. Not so much is the act itself questioned, for all are agreed that it is most admirable in detail, but rather how to meet its provisions is the point in doubt.

Briefly, the provisions of the act are these: Every employer doing business in certain defined fields is liable to his employees for all accidents, mishaps, diseases, sickness and incapacities which may result directly or indirectly from the nature of the employment in which the affected works. In other words, every employer, firm, corporation or partnership is personally responsible for the health and well-being of the people in its employ.

To meet these provisions and to secure such compensation as the law requires, the employer may select one of the following ways:

- 1—By insuring, and keeping insured, the payment of such compensation in the State Fund; or
- 2—By insuring and keeping insured the payment of such compensation with any stock corporation or mutual association authorized to contract the business of workmen's compensation insurance in New York; or
- 3—By furnishing satisfactory proof to the Insurance Commission of his financial ability to pay such compensation for himself, in which case the Commission may, in its discretion, require the deposit with the commission of

securities of the kind prescribed in Section 3 of the Insurance Law, in an amount to be determined by the commission, to secure his liability to pay the compensation.

If the employer choose either of the last two ways, he meets the letter of the law insofar as compensation is required, but he does not free himself from any litigation or court action which an injured employee may choose to take up or bring against him. But if he insure in the State Fund, as provided for in clause 1 above, he automatically becomes relieved from all liability for personal injuries or death sustained by his employees. This section of the law reads: "An employer securing the payment of compensation by contributing premiums to the State Fund shall thereby become relieved from all liability for personal injuries or death sustained by his employees, and the persons entitled to compensation under this chapter shall have recourse therefor only to the State Fund and not to the employer. An employer shall not otherwise be relieved from the liability for compensation prescribed by this chapter except by the payment thereof by himself or his insurance carrier."

Naturally, an employer seeking freedom from liability under the provision of the State Fund laws will be required to pay a certain premium which, for obvious reasons, is not the burden of the other two clauses. The rate of these premiums, however, in accordance with section 95 of the Act, will be fixed "at the lowest possible rate consistent with a maintenance of a solvent state of insurance fund and the creation of a reasonable surplus and reserve." But in spite of this premium, and regardless of what its size may develop to be, many manufacturers are quite willing to pay it, for, they argue, litigation under the Workmen's Compensation Law will be greater than previously, in view of the fact that the state has taken cognizance of the rights of employees in the very passing of the Act.

It is significant to note that workmen's compensation acts have been passed in twenty-three states, and in their passing is mirrored the spirit of the times—the defining of an employee's rights and the requirement that they shall be lived up to by employers.

The Workmen's Compensation Act in New York divides all employment in the state under 42 groups, and the following parts are of interest to those in the pottery and glass trade:

Group 19. Quarries; sand, shale, clay or gravel pits, limekilns; manufacture of brick, tile, terracotta, fireproofing or paving blocks.

Group 20. Manufacturer of glass, glass products, glassware, porcelain or pottery.

Group 23. Manufacturer of metal wares, utensils and articles, gas or electric fixtures.

A poor ad in a good medium is money wasted. A good ad in a poor medium will produce some results.

A Dictionary of Ceramic Terms

A SERIES OF PRACTICAL ARTICLES GIVING BRIEF, YET COMPREHENSIVE, INFORMATION ON EVERY ITEM USED IN, OR CONNECTED WITH, THE POTTERY AND ALLIED TRADES

BY CHARLES F. BINNS, DIRECTOR OF THE N. Y. STATE COLLEGE OF CERAMICS.

Note.—In every trade, business or industry there is a special vocabulary which is understood only by those who have intimate acquaintance with some branch or department of the work. This is, of course, necessary and unavoidable. Even words in general use will acquire a special meaning when they are frequently applied in a particular way. In order that the readers of this journal may be made acquainted with the meaning of some of the words used specifically in ceramics it has been thought well to take a number of these, not necessarily in any particular order, and to explain them in a non-technical way. We will be glad to receive inquiries as to the meanings of words and in answering these this page will be made the more helpful.—Editor.

Flint and Quartz.—About sixty per cent. of the crust of the earth consists of silica or the oxide of silicon. Part of this is in combination with other substances, but a great deal of it is uncombined or in the condition known as free silica. This varies greatly as to its physical form. Quartz, the crystalline variety, may be clear white or rose color or smoky. It passes by imperceptible stages into rock crystal on the one hand or into the different forms of flint on the other. In general it may be said that the crystalline forms are those which were produced upon the cooling of the earth's crust and that the other forms have been caused by grinding, solution and cementing.

The clay-worker recognizes both quartz and flint. The former name is given to the uncombined silica which occurs in clay, the latter refers to the material which the potter purchases for use in the body mix. This is sold under three names and the difference is in the physical nature rather than in the chemical composition. French Flint is made from the black boulder flints which occur so abundantly in the English channel, both on the North shore of France and the South shore of England. These flint stones are gathered and washed. They are then calcined in a special kiln and on cooling are found to be pure white. After being ground to a fine powder the material is ready for use. Rock Flint is simply white quartz. It needs no preparation except fine grinding. Sand Flint is pure silver sand which is ground fine for use.

The use of flint as an ingredient of white pottery is said to have originated in Staffordshire in 1720, though some have thought that John Dwight of Fulham, near London, made use of it some time before.

* * *

Feldspar.—The feldspars form a group of related minerals which owe their importance in the ceramic industry to the fact that they are rather easily fusible. The three most important feldspars are orthoclase, or potash feldspar, albite or soda feldspar and anorthite or lime feldspar. The first named is almost exclusively used by potters, but it is rarely found without traces

of the others. There are certain special technical reasons why the soda and lime feldspars cannot be used alone but there is also the reason that they are rarely found in a sufficiently pure state for commercial production. Orthoclase, which in a different mineral form is also called microcline, is a quite abundant mineral. As already stated, it almost always contains small veins or crystals of the other feldspars. It also contains veins of quartz which are sometimes so large as to seriously affect the purity of the deposit. The mineral is mined and transported to the mills where it is ground to a fine powder and shipped to the potteries for use. The composition of orthoclase is silica 64.74, alumina 18.35, potash 16.91. It is to the potash that it owes the fusibility which has already been mentioned and which is the reason for its use.

The use of feldspar is comparatively recent. The original hard porcelains were made with the rock known as Cornwall stone in England, a rock which is frequently found associated with kaolin. The soft porcelains were made with an artificial flux called a fritt.

* * *

Cornwall Stone.—When the earliest information about the manufacture of Chinese porcelain reached Europe it contained a statement that two materials, named respectively "kaolin" and "petuntze," were used. Kaolin has already been described. Petuntze is a word which in Chinese means "white brick." Associated with the kaolin there is usually found a rather soft granite rock. This rock is in fact the parent of the clay. It consists of quartz, feldspar, mica and small quantities of other minerals as, for instance, fluorite. In the long processes of decomposition the feldspar has become altered to kaolin and in the preparation of this the unaltered minerals are washed out. There remains, however, a large part of the rock partially or entirely unchanged and this is mined and sold to be used as an ingredient in the manufacture of pottery and porcelain. From the fact that the deposits are found in the county of Cornwall in England, this rock has become known to the pottery trade as Cornwall stone. It is not found in America but the imported stone is in demand to a limited extent. The action of the stone in a pottery body is similar to that of feldspar but not so powerful. The stone is quite variable in composition so that great care must be exercised in selection.

* * *

Fritt.—A fritt is a mixture of substances melted together so as to produce a more or less glassy mass.

The object of the melting is to make insoluble in water certain ingredients, such as the alkalies, borax and boric acid, which are naturally soluble. As bodies and glazes have to be worked in a moist or wet condition, soluble substances are objectionable so that fritting is the means employed to remove this objection. Fritts are used both in body and glaze composition, but not commonly for bodies. The early porcelains contained fritt but the only modern ware in which this is necessary is Belleek. Most glazes for white wares contain fritt, some have quite a large proportion. The exceptions are stone-ware and porcelain glazes and the cheaper glazes for earthenware. See the explanations of glaze and soft porcelain.

* * *

Slip.—When a clay is being tempered for use in the manufacture of the coarser wares such as brick or sewer-pipe, the practice is to add only enough water to produce the necessary plasticity. In the finer wares this will not serve because some means must be adopted whereby the impurities which occur in every clay will be removed. An excess of water is added to the clay and the mixture is thoroughly stirred (see Blunger). The cream thus formed is called slip. The cleansing is accomplished by straining through very fine sieves by which all sand and foreign particles are removed. Slip is ready for use at once in the casting process but for the most part it is merely a stage in the production of clay. Its main purpose is the straining process which could not be performed without the excess of water. The conversion into clay is accomplished by squeezing out the water in a filter-press.

* * *

Lawn.—The fine sieves through which slip is strained are called lawns, because those of the smallest mesh are made of silk lawn. This material is also known as bolting cloth. It ranges from 120 to 200 meshes to the linear inch. The coarser cloths, from 60 to 120 mesh are usually made from fine brass wire. The lawn is stretched tightly over a wooden frame which forms the bottom of a shallow tray. This tray is rapidly shaken by the action of an eccentric shaft so that the slip will pass quickly through.

(To be continued.)

The Systematic Management

(Continued from page 12)

a real managerial function. If you want it merely as a supplementary historical record to be tied into your accounts, then a mere cost system will do.

But make no mistake, that kind of a cost system will give precious little aid in raising the efficiency of Management.

The cost system that doesn't tie up with production standards; that doesn't show how closely you have come to realizing the best way of doing anything; in

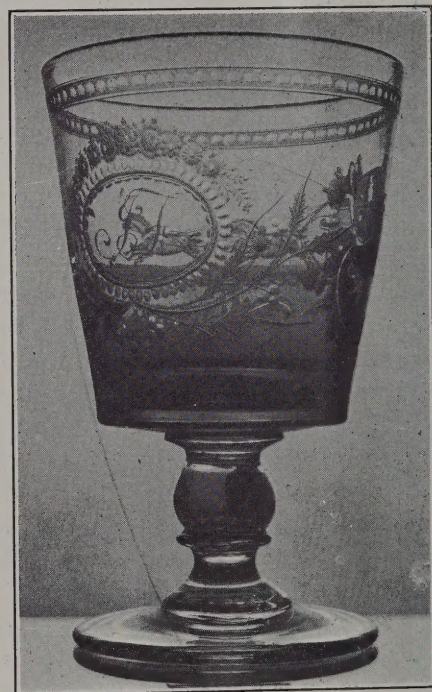
other words, that doesn't give values as well as costs, is a misnomer, and one that is destined to breed narrow, cribbed and inefficient management. Therefore, any cost system should be, as Mr. Emerson points out, so arranged that it gives:

1. To the comptroller—information that will show him where the money goes.
2. To the efficiency engineer—information to show him whether standards are being realized.
3. To the manager—information to show him where his losses are occurring and his highest efficiencies are being realized.

In order to do this, Mr. Emerson continues: "The requisition system must be increased. You apply requisitions to materials. Why shouldn't you apply them to personal services and other charges?"

This brings us to the newest type of management, which has always existed wholly or in part, but has only recently been given a new name, because it has only recently been recognized as a type.

(To be continued.)



An interesting piece of early American engraved glass shown at the Metropolitan Museum.

PARAGRAPHS FOR THE BUSY RETAILERS

A carelessly written advertisement, like a carelessly brushed coat or carelessly polished shoes, will show the carelessness to all who see it.

It is always better advertising to name the advantage your goods have than to list the disadvantages they do not have.

No business is so large that it cannot be over advertised, and no business is so small that it cannot be under advertised.



Business and Personal Items About Prominent People in the Different Branches of the Trade

BEHREND—Albert Behrend, president of the Fielding-Behrend Sales Co., New York, has sold his interests in the concern to Robert Griffin, who has incorporated the business under the firm name of The Griffin Stationary Co. The old concern for a time showed the sample lines of the Fry and Empire Cut Glass Companies.

KOHN—Felix Kohn, at one time assistant buyer of china and house furnishings for the defunct Henry Siegel Co., Boston, is now in a similar position with the Simpson-Crawford Co., New York.

BLÖCK—D. R. Block, formerly buyer of china, glass and house furnishings for the Furst Co., Jersey City, N. J., is now with Berg Bros., Philadelphia.

FRENCH—J. W. French, with John Davison, New York, is abroad with Mr. Davison looking after the new import lines. Mr. French was a passenger on the s. s. Aquitania the middle of last month.

DAVIS—Joseph Davis, for a number of years past connected with the sales force of the Smith-Phillips China Co., has resigned his position to engage with the Knowles, Taylor & Knowles Pottery Co., for whom he will cover the Middle West territory.

MILLER—J. J. Miller of Maddock & Miller, New York importers, returned from his tour of the foreign factories represented by his firm, early in the month.

DYATT—H. Dyatt, who formerly bought the china, glassware and house furnishings for the firm of J. Abbott & Son, Passiac, N. J., has engaged with L. M. Blumstein, New York City, in a similar position.

CASEY—Charles L. Casey, head of the Guernsey Earthenware Co., Cambridge, Ohio, was a visitor in the New York market the last week in June. It was Mr. Casey's first trip to the Metropolis in over a year.

STEWART—James Stewart of the Stewart Cut Glass Co., New York, sailed on a six week tour of Europe Tuesday, July 7.

MAGEE—Charles T. Magee, formerly connected with Rhoades Bros., Tacoma, Washington, has severed his connections in order to engage in business for himself under the firm name of the Magee Sales Co., at Seattle, Washington. He will have samples of the following lines on display at his showrooms: Mayer China Co., Co-operative Flint Glass Co. Colonial Pottery. Hall China Co., G. M. Thurnauer & Bro., and the Russian Antique Brass Co.

DOCTOR—A. P. Doctor, the New York selling representative, has taken over the agency for the cut glass line of the Camden City Cut Glass Co., and is showing the sample line at his downtown sales rooms.

KOSCHERAK—E. B. Koscherak, of Koscherak Bros., importers, New York, returned from a visit to the European markets early in July.

CAVANAUGH—R. A. Cavanaugh is now buying the house furnishings for W. B. Moses & Sons, one of the leading retail furniture houses in Washington, D. C. Mr. Cavanaugh was for a number of years buyer of china, glass and lamps for the A. Lisner store, in the same city.

POSTLEY—C. A. Postley is now showing the line of the Superior Brass Novelty Co., at 54 West Twenty-third Street, New York.

HARRIS—John H. Harris, manager and buyer for the china, glass and lamp departments of the J. B. Greenhut Co.'s "Big Store," New York, sailed on Tuesday, July 14, aboard the s. s. Lusitania on a month's vacation. Mr. Harris will visit his relatives in England and renew boyhood acquaintances while abroad.

HINES—John J. Hines sailed on the s. s. Minnehaha Saturday, July 11, for his annual visit to the china and glass markets of Europe. Mr. Hines will make an extensive tour of France, Germany and Belgium, returning early in September.

SERVICE.—George H. Service, with K. L. Wedgwood, New York, returned last week aboard the s.s. *Lusitania* after a combined pleasure and business trip to England.

HINMAN.—L. S. Hinman, American representative of Theodore Haviland & Co., was a passenger aboard the s.s. *Savoie* the early part of this month, bound for a short visit to the factory. He will return early in August.

BEISWANGER.—Fred W. Beiswanger, for some time past with Washavsky & Cohen, Brooklyn, has resigned from that concern to engage with the M. Herbert Company, New York, and in the future will show their line of specialties on the road.

HERBERT.—Max Herbert, head of the M. Herbert and United Cut Glass Companies, is at present in the West showing their cut glass and specialty lines.

WYLIE.—A. Frank Wylie, for many years a prominent retailer of china and glass in New Haven, Conn., died in the Elm City Hospital early in July.

Law for the Buyer and Seller

(Continued from page 15)

by that lawyer that there was a good case against the employee. That also goes to prove that there could have been no malice in having the employee arrested.

A little extract from the decision in the baker's case will be interesting:

"We have then the defendant's knowledge of his previous default; we have the fact that the books of the company, the accuracy of which is not questioned, clearly showed a shortage; we have the fact that these books were founded on the daily written reports made by the plaintiff himself, and that these reports, on their face at least, showed that the plaintiff had failed to account for money of his employer which he had received by virtue of his employment. Under such a state of facts we are of the opinion a jury should not have been permitted to find a verdict for the plaintiff. If the facts we have stated, no one of which is really in controversy, do not constitute probable cause for beginning a criminal prosecution, it would be difficult to have prosecutions begun at any time except by the public authorities, and thus the interests of the public would suffer.

The whole point of the case is this: that an employer who arrests an employee or a customer for a criminal offense, must consider the possibility of being sued for malicious prosecution—always provided the person arrested is acquitted when tried. Of course if he is convicted, that settles it. There can never be a suit for malicious prosecution then, for the jury has officially said there was probable cause. Nobody should ever be arrested on a mere theory or belief of guilt, or without first submitting the facts to a lawyer.

HEROLD AND JARRETT APPOINT WESTERN HOUSE AGENTS.

IN ORDER to bring their products into closer touch with the manufacturers of pottery and glass throughout the Ohio and West Virginian districts, Herold & Jarrett, the New York selling agents of various compounds and chemicals used in the trade, have made arrangements with John Sant & Sons Co., East Liverpool, Ohio, to have that firm represent them in that vicinity.

POTTERY AND GLASS MEN ON THE LINKS

WITH covetous eyes on the two trophies offered for competition the golfing members of the Pottery, Glass and Brass Golf Association are out on the links of Canoe Brook Country Club, Summit, N. J., as we go to press, striving hard to break the trophy winning streak of Harry McFaddin, the winner at the May and June tournaments.

The June tournament was played on the course of the Essex County Country Club, West Orange, N. J., with twenty entrants. Mr. McFaddin's score for the morning round was 83, and 85 for the afternoon round, a total of 168. His nearest competitor was Gilbert Pitcairn, son of W. S. Pitcairn, who turned in a card of 176 for the day. George Hamilton was third with a net score of 178.

The golf tournaments of the association have created considerable interest in the trade and the attendance is steadily increasing. Much of the popularity of the tournaments is due to the energetic work of the golf association's secretary, Kennard L. Wedgwood, himself an enthusiastic golfer.

GLASS MANUFACTURERS TO CONVENE JULY 20.

THE annual meeting of the American Association of Flint and Lime Glass Manufacturers will be held as usual at Atlantic City, New Jersey, Monday, July 20. The manufacturers will convene on Heinz Ocean Pier at 2:30 P. M., a complimentary lunch being served at 1 P. M. The usual attendance is anticipated.

BIG TIME PROMISED AT SALESMEN'S OUTING.

THE committees in charge of the annual outing of the Pottery, Glass and Brass Salesmen's Association, to be held Saturday, July 25, have about completed their arrangements. The list of athletic events have been scheduled and nearly all of the twenty-eight prizes needed have already been donated. The list of games, which will be started directly after the baseball game, will consist of the following: 100-yard dash, running high jump, 200 pound fat men's race, 220-yard dash, running broad jump, three-legged race, 50-yard dash, quarter mile swim and a 50-yard swim. In order to participate in the games all entries must be made previous to the departure or during the sail up the Sound.

In the New York Market

A Description of Seasonable and Staple Novelties That Have Lately Made Their Appearance and Where to Get Them



A PARTICULARLY saleable plateau tray for use in connection with water and wine sets has just been brought out by Charles Baum, manufacturer of specialties in mirror plateaux and trays for cut glass, 338 Broadway, New York. The new tray can be had with or without handles and is carried in stock in three sizes: ten, twelve and fourteen inches. It has a French plate beveled mirror with a heavy nickel plated frame. The back is also of metal instead of the usual composition or cardboard backing. This is one of the best trays ever put out for quality and price and will bear the closest inspection from discriminating buyers. In addition to his tray line Mr. Baum has also added several new numbers to his immense line of mirror plateaux, one in particular being the No. 505, a large fourteen-inch plateau for cut glass water sets. This also has a French plate bevel mirror and mounted on four high feet. This number comes in silver-plate. Dealers in a position to order in quantities can get special prices.

* * *

The Pittsburgh Lamp, Brass & Glass Co. have augmented their vase line by the addition of four new numbers. These are about fourteen inches high and carry an iris, scenic and conventional decoration on a light frosted or iced ground.

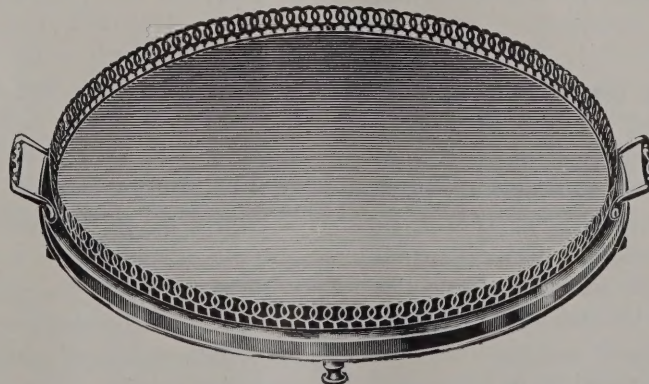
* * *

The Art Import China Co. are showing a beautiful line of hand decorated coin gold encrusted dinnerware in original and exclusive designs that will surely appeal to the better class of trade throughout the country. The sales force

of the company took to the road early in the month, carrying the full sample lines of decorated crystal and china. The patterns will be sold on the exclusive territory plan and dealers in the same city will not have to compete against the price cutting competition usually created with popular designs. The firm is closely connected in the china producing districts of Europe and its entire stock is carefully selected before shipment to this country, and in this way they are able to secure the very best to be had in both shapes and material. They carry at all times an immense assortment of Bavarian and French china as well as the finest crystal, which they are in a position to turn out promptly in any decoration desired on short notice. They occupy the four-story building at 47 West Thirty-sixth Street, the ground floor being devoted to sample display and offices. The second floor is occupied by the wholesale showrooms and offices, the decorating and filing department is on the third floor, while the top floor is utilized by the etching department.

* * *

The United Cut Glass Co. have just placed on exhibition an assortment of bowls, vases, creamers, etc., decorated with the new "Crystal Rose" design, a



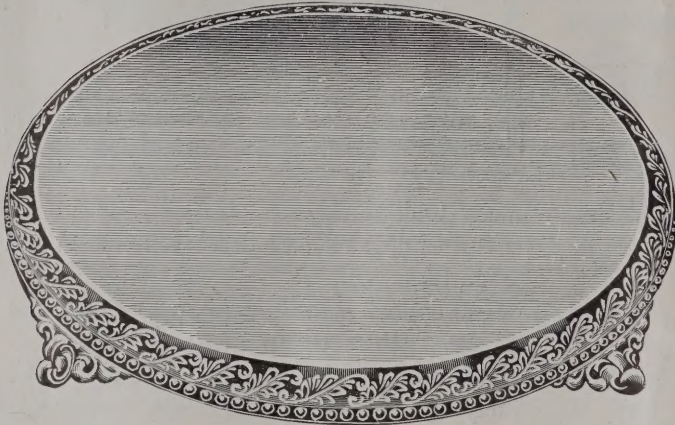
A new plateau tray with nickel-frame made by Chas. Baum.

design they secured the patent on June 23 last. This rose is entirely different from anything else on the market and has already taken well with the trade. The design shows the rose in full bloom, each petal being cut with the utmost care in order to bring out the beauty of the design. The leaves are as near natural as it is possible to cut them, even the sharp

ends being carefully feathered out. The "Crystal Rose" is worked in combination with a deep cut chair bottom pattern, mitre lines surrounding the panels on which the rose is reproduced. The new design will shortly be shown on a complete line of open stock glassware.

* * *

A splendid line of wicker serving trays and baskets to retail at fifty cents and one dollar are on display at the salesrooms of the M. Herbert Co. The wicker is in various pleasing color combinations and in many styles of weaving. The bottoms are glass covered



One of the strong selling plateaux manufactured by Chas. Baum. Full silver-plate with French bevel mirror.

lined with the new modern Austrian cretonnes. Three finishes are shown, the Jacobean, Old Ivory and Oak.

* * *

A diploma of merit has been awarded to the M. Herbert Co., by the Good Housekeeping Institute for their patented apple corer and slicer. This was an unsolicited honor, shows the high regard in which this novelty is held by those interested in household economy.

* * *

A. P. Doctor is showing a number of new pieces from the Central Glass Works of which a new iced tea, two Clover Club cocktail glasses, and three new pressed goblets in a new shape, the edges not coming in contact with the table should the goblets tip over and thereby preventing breakage. He is also showing two new light cut goblets with cut stems.

RECIPROCITY IN THE SMALL TOWN.

THE desire to get something for nothing is not an American trait. It is a survival of the foreign born impulse to come to the "land of plenty," strip it of its riches and leave nothing in return.

Society expects, in return for every dollar it spends, something in return; not merely an act of mechanical labor or an article of material merchandise, but also the re-expenditure of the whole or a part of that dollar in such a way as to benefit society in some way.

The essence of the "trade-at-home" principle is to be found in this reciprocity of trading. The only true bargain is that which carries an exchange of patronage. For every dollar that a citizen of a town spends, he, or his fellow citizens, is entitled to receive back a part of that dollar in return for some service or commodity that he or the town has to offer.

What reciprocal service is performed by a catalog house when it completes a transaction with a citizen? What has it done for the citizen or the town, beyond disposing of its merchandise at a profit? What part of that profit will ever come back to the citizen or the town? None—none whatever! The catalog house is exactly like the foreigner whose profit was clear, who gave the community nothing in return for the fat gift it extended to him.

The local merchant does give back a part of his profit. He contributes it in the form of taxes or labor hire, or in the purchase of farm products or the merchandise of neighboring merchants. So his profit is really the profit of the town, of the community.

Whether the mail order house has better values to offer than has the local dealer is extremely doubtful. The catalog features nationally advertised merchandise at prices that can bring no profit, but there is a strong impression among authorities on the subject that their unbranded and unidentifiable goods are sold at prices much higher than those asked for the same quality of goods by local dealers. In other words the well-known goods at cut prices are used as a "feeder" to the bargain appetite.

It is one thing to know the goods yourself and another to take the catalog's word for what they are worth. Remove the "leader"—the article of national fame—from the catalog pages and the local dealer will be able to compete on a basis of honest values. And it would take very little of this sort of competition to enable the citizens to decide which is the better servant—the catalog or the fellow citizen and neighbor.

HONESDALE GLASS PLANT DAMAGED BY FIRE.

THE plant of the Diamond Cut Glass Co., Honesdale, Pa., was destroyed by fire early in the evening of July 2. The blaze was caused by a defect in the smokestack and rapidly consumed the building in spite of the efforts of the volunteer brigade. An early estimate placed the loss in frames and stock belonging to the Diamond Cut Glass Co. at \$3,000. The building was valued at \$2,000 and was partly covered by insurance. James Dunnegan was manager of the factory, which employed forty-eight hands.

* * *

Fire damaged the store of A. F. Wylie, New Haven, Conn., recently to the extent of over a thousand dollars, several valuable service sets being broken by falling debris.

News from the Potteries

EAST LIVERPOOL, O.—There has been a let-up in the buying of domestic pottery throughout the country, and it is generally admitted now that the volume of new business arriving is between 50 and 60 per cent. of normal. There is always a lull in the pottery business at this season of the year and the present is no exception to the rule. The summer loaf will last for from two to three weeks. The falling off in business is not attributed in a general way to the causes and effect of the Underwood tariff measure, for during the early part of the year the plants in the west, making general lines were operating to capacity.

In a number of instances, orders that were booked by some western manufacturers last December and January have just been shipped. It is also said in one western plant that sufficient business is now on the books to insure active operations until September, and in another the statement has been made that new orders are equal to shipments. In no single instance have the smaller manufacturers been in a position to make any advance stocks, but it is reported some of the larger concerns have been able to secure some accumulation.

Some western pottery manufacturers have sent letters to their largest customers advising them to anticipate their fall wants early, for with a heavy rush in September and October, the backward buyer will not receive his goods when wanted.

* * *

Wheeling, W. Va.—Not less than twenty-five general ware kilns will be added to the domestic pottery industry of the country this year, through the erection of new plants and additions to others. Seven kilns are being built at Grafton, W. Va., and nine at Clarksburg, W. Va.; at Mt. Clemens, Mich., seven kilns are being erected and at Cannonsburg, Pa., one kiln is being added to a plant there. This record will show that West Virginia is forging rapidly to the front in the domestic pottery business, and is making greater strides in this direction than any other state. Cheap fuel is given as the cause of the increased building of potteries in this State.

* * *

Du Bois, Pa.—The capital stock of the Kyoto Pottery Company has been increased from \$50,000 to \$70,000. This plant has had a varied career, first manufacturing a line of art pottery goods and now the new owners plan to manufacture a line of cooking ware from native soils. M. I. McCreight is secretary of the company. Additional machinery has been

installed and the plant gives early promise of being kept on the active list.

* * *

Canton, Ohio.—The Iris Art Company, capitalized at \$10,000, took out papers of incorporation recently, according to an Associated Press dispatch from Columbus. C. A. Irwin, A. M. McCarty, and J. I. Bahl are named as incorporators.

Mr. McCarty is quoted as saying that the company would be located in the plant of the National Products Company at 1120 High avenue southwest and would employ about forty persons. The company will decorate chinaware and will commence operations in the near future.

* * *

East Liverpool, Ohio.—Since it has become known that E. L. Henderson, president of the Carrollton Pottery Company of Carrollton, Ohio, has bought the controlling interest in that business from A. E. Albright, his lifelong business associate, it now is stated that Mr. Albright, with his brother, M. F. Albright, will form a new pottery company at an early date and erect another pottery in Carrollton. Henderson is reported to have paid \$83,000 for the interest held by Mr. Albright.

The fire at the Carrollton pottery the night of June 5, was not as extensive as at first reported. The clay shops and kiln departments remain intact, and work started there June 8. The offices and packing departments were gutted, however, losses sustained being amply covered by insurance.

* * *

East Liverpool, Ohio.—The Smith-Phillips China Company plans to about double the capacity of its plant. An additional kiln is to be built, the clay shops have been enlarged, and a new power plant has just been completed. This company has donated a tract of ground east of the plant for the benefit of the workers upon which tennis courts have been laid out and other modes of recreation have been introduced. The firm is the only one in the Ohio district that has a "playground" for the benefit of its employees.

TO INSTALL COST SYSTEM IN AUSTRALIA BY MAIL.

WE. LANGDON, certified public accountant and efficiency engineer, with offices in the Harrison Building, Columbus, Ohio, has been employed by the Melbourne Glass Bottle Works Company, Spotswood, Victoria, Australia, to furnish them a cost and efficiency system for their glass factory. On account of

Mr. Langdon having done work for a dozen or more different glass factories and having forms, charts and instructions already prepared, it will not be necessary for him to make a trip to Australia, but complete instructions for installation of the systems will be sent with the system by mail. He has recently furnished systems in this manner to A. H. Hews & Co., Cambridge, Mass., and the Buck Glass Company, Baltimore, Md.

McNICOL POTTERY GIVES FEURIT SEVERE TEST.

AS an item of interest to the pottery manufacturers we publish herewith a testimonial letter which tells of some remarkable results achieved in preserving the life of saggars at the pottery plant of the D. E. McNicol Company, East Liverpool, Ohio. As sagger troubles are undoubtedly one of the most bothersome of the many problems the manufacturing potter has to face, the experience of the McNicol people with this heat resistant composition is worthy of note:

East Liverpool, Ohio, June 1, 1914.

Messrs. Herold & Jarrett,
123 Liberty Street,
New York, N. Y.

Gentlemen:

In reply to yours of May 29th will say that we are using "Feurit" both in mending Broken Saggars, and as a coating for the preservation of same. That it does prolong the life of the sagger has been proven at this plant.

When Mr. Herold first approached the writer on the subject, I must admit that I was inclined to look upon the matter as being absurd. But, he being persistent, we finally decided to give it a trial, and upon the afternoon of Jan. 17th we painted, as we then called it, twenty-three Saggars. Being short of Saggars, we were forced to paint old ones, and some of them were in bad shape, and the results have been as follows:

Twenty-three Saggars went in and out of that kiln nineteen times, and upon the twentieth time one sagger was broken, and two more were lost on the twenty-first firing. The balance are now in the kiln for the twenty-second time. The remaining twenty Saggars look good for many times more, and I believe that the life of those Saggars will be an average of thirty times or more.

Will also say that we have picked no soft places for them, in fact, we tried hard to kill them off by using them for bottomers in the arches and first rim in a bisque kiln that goes twenty-seven Saggars high. To the average pottery manager, the proposition of painting Saggars to preserve them from the effects of the fire and from the cold air while cooling, as you would paint a roof to protect it from the weather, may seem ridiculous, but our experience has proved otherwise.

When properly used it is not expensive. It costs about one-half cent per Sagger for your material. We have at this plant coated all our Saggars for the past three months, and had been buying Saggars all winter, but now have a large stock on hand.

We are now building a new plant at Clarksburg, W. Va., and owing to our having had such good results we propose coating all Saggars with "Feurit" for this plant. We also propose to coat the interiors of all our kilns, including the decorating kilns, and feel confident that we will receive excellent results.

Formula which has given us best results is as follows:
4 pounds of "Feurit" 1 pound of Albany clay
3 quarts of Silicate of Soda 1 quart of Water
and stir the mixture thoroughly.

Hoping this information is what you desired, we remain,

Yours respectfully,

THE D. E. McNICOL POTTERY CO.,

JAMc

(Signed) John A. McNicol,
Gen. Manager.

Among the Retailers

Interesting Short Notes from the Retail Trade.

GIMBEL BROS. are planning additions to their present Milwaukee store costing \$500,000. The addition will be four stories high and one hundred and twenty-five feet by two hundred feet, taking the place of the old Gayety Theater and six one story structures. According to Manager MacLaren, it is the ultimate intention of the company to make the whole store eight stories high. The addition is being built especially to accommodate the growth of the numerous departments for women and the home furnishing department.

* * *

E. B. Fisher & Co., Belvidere, Ill., have opened a branch store at Harvard, Ill., with R. T. Knox as manager. The new store carries complete stocks of china, glassware, cut glass, kitchen utensils, granite and tinware and house furnishings.

* * *

H. C. Coventry is the new proprietor of a crockery and art shop in Chatfield, Minn.

* * *

Jonas Fuld, of the South Trenton Crockery Co., Trenton, N. J., recently presented the Summer Camp of the Trenton and Mercer County Tuberculosis and Sanitation League with three hundred pieces of crockery, consisting of plates, cups, saucers and individual dishes of various kinds. The camp is established to give weakened children of the two counties a short vacation under proper supervision.

* * *

Work on the erection of the fine new home of the Coeey-Bentz Furniture Co., Wheeling, West Virginia, was started last month. The new building will be five stories in height with a spacious basement, the latter given over to hardware and crockery. The first four floors will be devoted to the furniture business and the top for storage.

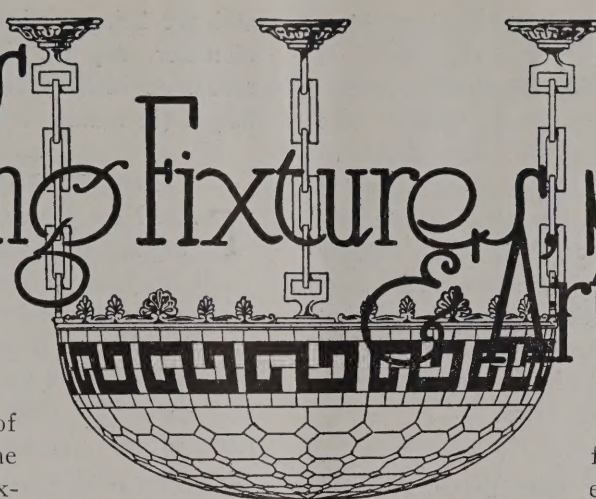
* * *

The Nathan Dohrmann Co. has again demonstrated its progressiveness in the field of retail organizations. Its new store newspaper, the Co-operaor, is bound to win favor with the employes. It is full of vim and helpful selling points and really justifies its name. It is devoted entirely to store news and news of interest to the employes. "The Difference Between China and Semi-Porcelain," by G. Niederholzer, in the first issue, is an article well worth reading.

* * *

Frank S. Clark, Pittsfield, Mass., is building an addition to his china and glass store with the intention of carrying furniture.

Lamp Lighting Fixture Shades Art Metal



THROUGH the agencies of gas and electricity and the important part lighting fixtures and glassware play in the decoration of the modern home, the retail trade throughout the country, at least the progressive merchants were quick to realize the possibilities and profits in a well selected stock of lighting glassware. Every country store, no matter how ancient, was always well stocked with oil lamp chimneys and accessories. With the decline of the oil lamp popularity and the advent of the gas and electric portable, side wall lights and ceiling fixtures came increased activity on the part of glass manufacturers. To-day almost every glass company is showing a lighting line. The scientific as well as the decorative end of the business has been carefully worked out with a result that to-day, no matter what the requirements, the dealer can readily order his lighting glassware knowing that the manufacturer can supply his wants.

* * *

THE end of elaborate portables in bronze, cast frames, wood or porcelain will not come until fashion decrees a radical change in the furnishing of the modern interior. That change will not come for some time and we will continue to live in an extraordinary period of luxury in lamps. Manufacturers have ransacked the archives of the world seeking decorative treatments adaptable for reproduction on the modern lamp and that they have been successful one has but to see the display of any of the leading houses. There is no limit to the possibilities from a decorative standpoint, and while the cast frames and metal overlay portables of this country are unsurpassed, we must go to Europe for our finer pieces in hand painted porcelain. The porcelain vase lamp with silk shade is a prime favorite in many homes and the works of the French, German, Danish and Japanese are much in demand.

Some of the finest decorated lamps to be seen in America are from the Danish potteries. Their lamps of Fayence ware are in marvelous coloring. Many floral designs are used in the borders, while the flat panelling has designs of tropical and sea birds in natural poses and colors that are most lifelike.

A large lamp has the beautiful heron standing with head erect in an attitude of hesitation

before flight. The other lamps have conventionalized floral designs with bended ears of corn for the handles. Tulips and iris seem to figure largely in these pieces, as well as many Danish wild flowers not familiar to American eyes.

The shades invariably painted to match these lamps are made of calfskin tightly stretched on metal frames covered at the metal joinings with gold or black gauloon. The silk shades follow the dominant color in the decorations, and are edged with crystal fringe.

Quite as unusual in design are the porcelain lamps. One is urn-shaped in a colonial pattern in cream white with gold garlands caught at the sides by rams' heads. The shade of white silk has a heavy silk fringe and is gold lace trimmed. Another has, on a creamy ground, a delicate blue morning glory design, which is repeated in the shade of white silk with a spray of the blossoms painted across it. Nearly all of these pieces are signed with the artist's name, and he never repeats himself, so that purchasers are sure of owning an exclusive article when they purchase any of the Danish porcelains.

* * *

The new showrooms of the Pittsburgh Lamp, Brass & Glass Co., at 35 West Twenty-third Street, New York, are resplendent in color now that the many new patterns in both portables and ceiling fixtures have been placed on display. The line is now shown to better advantage than ever before. Of particular interest is the new line of overcast frames in a pretty Georgian design, the finishes being in gold, verde, oxidized brass and old ivory with harmonious art glass paneled shades. There is also a strong line of portables twenty-four inches high with six panel all-glass shades decorated with scenic and ornamental designs. The olive bronze finished standard on a line of portables with fourteen-inch all-glass shades is an added number that is particularly attractive. In addition to the immense line of portables they are showing two sixty-four inch floor lamps with oxidized brass and gold finished standards. The base is decorated with

an egg and dart motif, the uprights coming either plain or fluted. Beautiful twenty-inch silk shades in either old rose or old gold make these floor lamps worthy of a place in the most sumptuous homes. The Pittsburgh Lamp, Brass & Glass Co., in addition to the above, have materially increased their lines of lighting glassware for side-wall brackets, chandeliers, etc., and have included some of their most popular designs in decorated shades in the small shade line. In the large ceiling dish line they are now showing the Ambralite, an amber colored glass with etched decoration. These dishes can be had in ten, fourteen, sixteen, eighteen and twenty inch sizes.

* * *

The H. R. Wyllie China Co., Huntington, W. Va., manufacturers of art ware and decorated dinner sets, are manufacturing a line of china bowls which is something entirely new in the way of lighting fixtures, being the first made in this country to make ceiling dishes out of chinaware.

The bowls are made of opaque china, the body of the bowl being made from the highest grade clay from England. The body is snowy white, with brilliant, velvety glaze, both exterior and interior, which provides a perfect reflector.

One design, a Byzantine motif, is a hand-painted classic filigree design in pure coin gold which encircles the bowl, the base being decorated with a beautiful center piece. The outside rim is finished with a wide band of gold, making an attractive piece of practical, ornamental pottery that possesses unusual elegance and refinement.

The bowls are embellished in a variety of decorative motifs, most popular of which are: Mother of pearl, American Beauty rose, Teco blue and ornate designs,

and are being made in the following sizes: 16-inch diameter, depth $5\frac{1}{2}$ inches. length (including fixture), 38 inches; 12-inch diameter, depth 8 inches, length (including fixture), $28\frac{1}{2}$ inches.

JERSEY CLAY WORKERS ORGANIZE.

THE New Jersey Clay Workers' Association was organized at Rutgers College, New Brunswick N. J., on June 26, by a large and enthusiastic gathering of clay workers representing all the leading branches of the industry in the State, who had assembled to attend the Clay Workers' Institute, which was being held there under the auspices of the Department of Ceramics. The officers elected were: President, Charles A. Bloomfield, Metuchen, N. J.; vice-president, John Maddock, Trenton, N. J.; secretary-treasurer, Professor Cullen W. Parmelee, New Brunswick, N. J.; executive committee, Charles Weelans, Trenton, N. J.; Robert K. Bowman, Trenton, N. J.; James D. Avery, Cliffwood, N. J.; D. Raymond Edgar, Metuchen, N. J.; D. J. Fisher, Sayreville, N. J.; H. A. Plusch, Perth Amboy, N. J. Other members will be added to the committee later.

All those present at the meeting, about sixty, signed the roll as charter members and are now preparing to push a vigorous campaign to enroll every clay worker in the state.

The Clay Workers' Institute was an unqualified success. Although circumstances prevented giving the notice of the meetings as much publicity as desired, yet on the two days of the session, June 25 and 26, large and representative gatherings of clay workers assembled in the lecture hall of the chemistry building. The average attendance at each session was approximately sixty and the total attendance was about two hundred and fifty.



Showing the well-displayed cut glass, fancy china and whiteware in the new Jantzen-Railsback China Shop, Los Angeles, Cal.

Among the Glass Houses

A PAGE OF SHORT NOTES OF HAPPENINGS IN THE GLASS TRADE—NEW CONCERNS AND CHANGES IN THE OLD.

ACTIVE measures to run down irregularities in customs classifications and valuations of imported stained glass were decided on during the business session of the National Ornamental Glass Manufacturers' Association meeting, in the Hotel Cadillac, Detroit, Mich., last month.

To cover the country thoroughly the convention divided the United States and Canada into districts, assigning a committee to each district to assist government officials in preventing customs frauds.

Officers were elected as follows: President, Charles Donaldson, Grand Rapids; first vice-president, Max Mueller, Chicago; second vice-president, Charles Fredericks, Detroit, and treasurer, August Mueller, Milwaukee. A secretary is to be employed.

* * *

Pittsburgh, Pa.—Rochester, Pa., entertained the 1914 convention of the American Flint Glass Workers, the first session opening July 7 with 410 delegates present. The session will last two weeks. It was formally opened with a parade, led by the Woodmen of the World band. National President Thomas W. Rowe responded to speeches made by Judge Richard S. Holt, District Attorney Louis E. Graham, H. C. Fry, Sr., president of the H. C. Fry Glass Company; Charles E. Coleman, burgess of Rochester; the Rev. George Hayden of Houston, Pa., and the Rev. Daniel L. Schultz of Pittsburgh.

* * *

Pittsburgh, Pa.—An estate of \$100,000 in personal property and \$4,000 in real estate is disposed of in the will of the late John M. Conroy, head of the Conroy-Prugh Glass Company, of Pittsburgh. Mr. Conroy died last month. The entire estate goes to his son, William Conroy, who now conducts the business at the North Side plant.

* * *

Beaver, Pa.—George E. Quell, a former glass decorator, has formed the Beaver Decorating Company, with a factory at Third and Buffalo streets. They are making a fine line of decorated opal tumblers for soda and buttermilk, creams, sugars, sherbets and candlesticks; some cut and others of the plain variety. The experience of Quell in the past will go far to making the new plant a success.

* * *

Lonaconing, Md.—The Dugan Glass Co. started work on their new 14-pot furnace last month, the contract having been awarded to J. H. Matthews, of Wellsburg, W. Va., The contract for the erection of the building was awarded to G. W. Davies, of Wells-

burg, W. Va. Both Matthews and Davies are now on the ground superintending the work. The new company expect to be making glass by October 1. Thomas E. A. Dugan, formerly of Indiana, Pa., and Martins Ferry, Ohio, will have charge as general manager of the factory and the product will be tableware, blanks for cutting, lemonade sets and specialties.

* * *

Washington, Pa.—A force of men were put to work on the plant of the Duncan & Miller Glass Co. on an improvement that will result in doubling the capacity of the factory. A new 14-pot furnace is to be built to reinforce the furnace built twenty-one years ago when the plant was moved to Washington from Pittsburgh. Increasing business made necessary increased capacity, and until the new furnace is completed the company will get along as best it can with the one that has answered its purpose for so many years.

GLASS MEN GET EXCELLENT RESULTS WITH NEW DECOLORIZING PREPARATION.

GLASS decolorizing mixtures have, as is well known, the purpose of preventing or counteracting a certain color which forms as the result of impurities in the raw material. All raw materials contain more or less of such impurities; chemically pure raw materials do not exist. Consequently every manufacturer of glass that appreciates the advantage or we might even say the necessity, of meeting modern requirements must use decolorizing means.

To meet these requirements Herold & Jarrett have taken the American representation of a new compound known as Be-ka, prepared according to the instructions of Dr. Kratz, a prominent German glass chemist, which has met with excellent results wherever tried. Its use enables the manufacturer to produce a better article at a lower cost, an economic reason why it should be given a trial. Even under the most unfavorable working conditions a uniform crystal clear glass of high brilliancy is obtained and no effect of light and air will give the glass any after coloring. This preparation can be used with equally good results in open or closed pots, in day or continuous tanks.

The customers who are not repelled by a dirty looking store are not customers whose trade is the most valuable. The clean store attracts the clean customers.

When were people with money to spend ever drawn into your store to spent it by seeing the salesmen standing in the window or out on the steps?



From All Over the World

LITTLE NOTES OF INTEREST TO
THE TRADE PICKED UP FROM
DIFFERENT PARTS OF THE GLOBE



DURING excavations in connection with the sewerage scheme for Wirksworth, England, relics of the ancient Wirksworth pottery were discovered near the old Manor House. The Wirksworth pottery existed about 1770. The porcelain and pottery discovered last month bear designs, burnt and unburnt, as good as if they had been done recently. The pieces represent portions of vases, cups and saucers, and the more common ware. Another discovery, of very primitive pottery has been made by J. R. Moir in Bolton and Laughlin's brickfield near Ipswich. The pottery, which was found under a layer of undisturbed sand, was in close association with a series of worked flints which appear to belong to the phase of the Aurignac-palæolithic "Cave" period. This is the first discovery in England of Aurignac pottery, though such pottery has been found in Belgium and France.

* * *

A British Consular report states that an extremely cool rainy summer affected very unfavorably the sale of glass products, especially of beer and mineral water bottles, last year. Another factor detrimental to business was the uncertain political situation, causing customers to restrict their orders to the absolutely necessary, and to exercise great reserve in regard to prospective transactions. This industry has, on the whole, been spared strike disturbances.

* * *

Exported glass for February, 1914, aggregated only \$647,381, a reduction of \$19,471 and of \$29,783, respectively, as compared to the two previous Februaries. However, Birmingham manufacturers of plain glass are very busy and there is a call for good-class reproductions of antique glass. The Birmingham *Post* states that the glass trade is now having to meet considerable competition in second-class lines from American manufacturers, who are putting out large quantities of pressed glass cut over to simulate the genuine article.

* * *

With plenty of good ceramic clay in the vicinity,

cheap and plentiful labor at hand, the pottery plant at Boa Vista, Cape Verde Islands remains idle. It is now several years since the pottery was operated, and in the mind of the British Consul it will take some thousands of pounds to place it again in operation. The earthenware vessels which are used throughout the islands are made by hand in a most primitive manner by women. These vessels when dry are baked in fires made of thorns and asses' dung, the only fuel to be found.

* * *

A glass factory that will give employment of about one hundred people is in course of construction and nearing completion in the cyclades of Syra. The machinery equipment was procured in the United Kingdom and Germany.

* * *

There was a moderate increase in the export of earthenware from Austria-Hungary during the first three months of 1914, a total of 19,956 metric tons. The advance of this total is not shared by the part representing porcelain, amounting to 3,103 metric tons, a slight falling off over previous shipments.

* * *

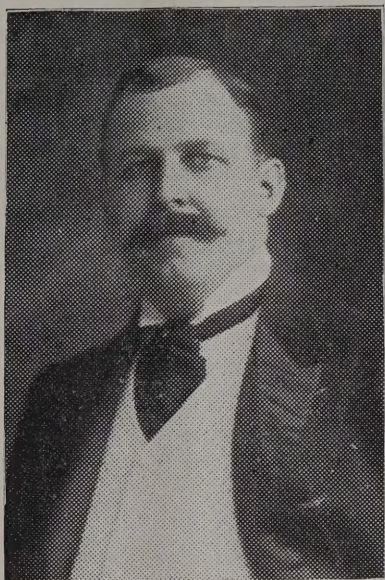
According to a British Consular report the conditions in the earthenware industry of the Netherlands continued satisfactory during last year. The prices of raw materials advanced, but the selling prices could not be raised in proportion. The art potteries had a favorable year. The new tariff in the United States resulted in an increased export from Dutch harbors of glass and china.

It pays anyone who sells goods to make himself just as attractive personally as he can. If your appearance repels individuals it loses trade.

Everyone buys more and better goods in a cheerful store than in a cheerless one. Make people feel happy and they will leave you more of their money.

Persistence is of more value in advertising than brilliance, but that is no reason for being dull. Dully written advertising is no more readable than any other dull writing.

OBITUARY



Courtesy Meriden Journal.

PHILIP J. HANDEL.

Philip J. Handel, head of the Handel Manufacturing Company, and one of the most prominent men in the lamp trade, shot and killed himself while apparently suffering from mental depression, on Tuesday, July 7, in the garage of his factory in Meriden, Conn.

He left a note addressed to "My Friends," which was of such a rambling nature as to clearly show insanity, caused no doubt by acute melancholia.

Deceased has been in ill health for some time, although this fact was not known except among his most intimate friends, and he was apparently in the best of health to the casual observer right up to the time of his death. He had attended a private dance the evening previous and was planning to visit his brothers in Montana next week.

Mr. Handel was born in Meriden forty-eight years ago and attended school until he was fourteen. His first employment was with the Meriden Britannia Company, and was followed a month later by a position with the old Meriden Flint Glass Company. In the latter factory he was given opportunity to develop his talent for designing and decorating, which in late years had proved invaluable to him.

In 1885, at the age of nineteen, Mr. Handel with Adolph Eydam as a partner, began his career as a Meriden manufacturer in his present line. Afterwards, he continued alone in the present factory until 1904 he incorporated the business of which he has ever since been the main stockholder of the close corporation, and leading spirit in the fast growing enterprise.

During the past few years the business has grown by leaps and bounds, until today it is one of the largest of its kind. Corresponding increases have been made from time to time in the force and equipment, and at present several hundred highly skilled artisans

are employed. A large addition to the factory has just been added to care for the growing business, which because of the extremely modest beginning, is all the more remarkable.

The firm opened a New York branch some years ago in order to meet the increasing demand for its high-class goods. The new plant was equipped with the most modern appliances for handling the business.

Mr. Handel was married twice and besides his widow is survived by two brothers, George and Fred, cattle dealers in Musselshell, Mont.; and a sister, the wife of Dr. Franklin Drake, Webster City, Iowa.

Mr. Handel was prominent in Meriden club and fraternal life. He was a member of Center Lodge 97, A. F. and A. M.; Home Club, Highland Country Club, Cosmopolitan Club and a large number of fraternal organizations.

GEORGE WARRIN.

George Warrin, head of the firm of Warrin & Son, 49 Wooster Street, New York, china and glassware decorators, was drowned in the Harlem River last month. Deceased was in his seventy-seventh year and it is believed he accidentally fell into the river while en route to his home in New Jersey. Mr. Warrin had been in business since 1860 and was widely known to the trade as an expert decorator. He was a member of the New Jersey Legislature some years ago, and while a member of the Jersey City Board of Education helped to open the first public school in that city.

GETTING TO KNOW EACH OTHER IN MISSOURI.

THE retail dealer in the small town is naturally much concerned over the mail order house competition, and is laying awake of nights to devise means to meet it. The most successful plan so far, judging from actual results, seems to be that adopted in Trenton, Mo. The members of the Commercial Club of Trenton made trips to each farm within a radius of 15 or 20 miles. The farmers were asked to join the town Commercial Club, attend its dinners, its get together meetings, its social functions, and, in fact, become a part of the town life. The human side of this appealed to the farmers, and they are almost without exception members of the Commercial Club. The inevitable result is that the farmers are practically confining their business to the merchants in Trenton. The motto of the Trenton Commercial Club is "Get to know your neighbor, you might like him."

Edwin W. Adams is conducting a hotel supply business at 221 South Vermont Avenue, Atlantic City, N. J. There are over five hundred hotels in his immediate vicinity and the outlook for a brisk trade the year round is particularly good. Mr. Adams solicits correspondence from crockery, china and glass manufacturers.

DIRECTORY OF PRINCIPAL ORGANIZATIONS ALLIED WITH THE POTTERY AND GLASS TRADE

AMERICAN ASSOCIATION OF FLINT AND LIME GLASS MANUFACTURERS

President, Thomas Evans, Pittsburgh, Pa.
Vice-President, Marshall W. Gleason, Brooklyn, N. Y.
Vice-President, A. J. Smith, Pittsburgh, Pa.
Treasurer, E. P. Ebberts, Pittsburgh, Pa.

NATIONAL ASSOCIATION OF MANUFACTURERS OF PRESSED AND BLOWN GLASSWARE

President, E. J. Barry, Toledo, O.
Vice-President, M. W. Gleason, Brooklyn, N. Y.
Treasurer, J. D. Wilson, Tarentum, Pa.
Secretary, John Kunzler, Pittsburgh, Pa.

UNITED STATES POTTERS' ASSOCIATION

President, W. S. George, East Palestine, Ohio.
First Vice-President, William Burgess, Trenton, N. J.
Sec'y and Treas., Chas. F. Goodwin, E. Liverpool, O.

AMERICAN CERAMIC SOCIETY

President, C. W. Parmlee, B.Sc., New Brunswick, N. J.
Vice-President, D. T. Farnham, A. B., Seattle, Wash.
Secretary, Edward Orton, Jr., Columbus, O.
Treasurer, Hereford Hope, New Brighton, Pa.

CROCKERY BOARD OF TRADE.

President, L. S. Hinman.
First Vice-President, Geo. B. Jones.
Second Vice-President, Wm. F. Dorflinger.
Treasurer, Chas. A. Holbrook.
Secretary, L. S. Owen, 149 Church St., New York.

NATIONAL ASSOCIATION OF CUT GLASS MANUFACTURERS.

President, H. D. Carey, Jermyn, Pa.
Vice-President, J. E. Marsden, Egg Harbor, N. J.
Secretary, Arthur L. Blackmer, New Bedford, Mass.
Treasurer, T. B. Strittmatter, Philadelphia, Pa.

TRADE UNION ORGANIZATION

NATIONAL BROTHERHOOD OF OPERATIVE POTTERS.

President, Edward Menge, E. Liverpool, O.
First Vice-President, F. H. Hutchins, Trenton, N. J.
Second Vice-President, Samuel E. Burgess, East Liverpool, O.
Third Vice-President, Samuel Burford, Tiffin, O.
Secretary-Treasurer, John T. Wood, E. Liverpool, O.

AMERICA FLINT GLASS WORKERS' UNION.

President-Treasurer, Thos. W. Rowe.
Vice-President, Wm. J. Croke, Toledo, O.
Secretary, Wm. P. Clarke, Ohio Bldg., Toledo, O.
Assistant Secretary, D. J. McGrail, Toledo.

FRATERNAL AND INSURANCE ORGANIZATIONS

POTTERY, BRASS AND GLASS SALESMEN'S ASSOCIATION

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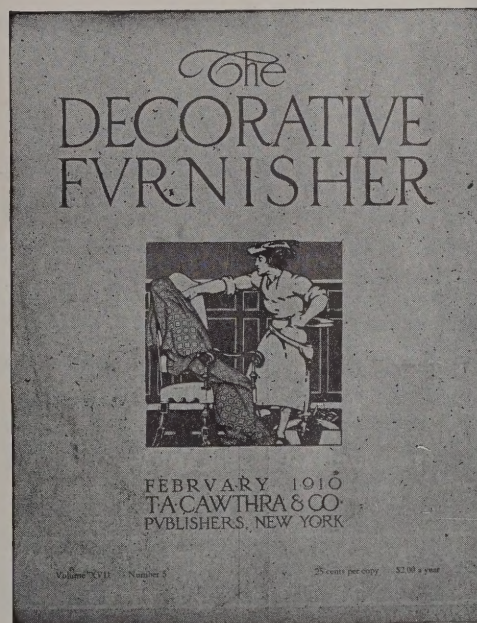
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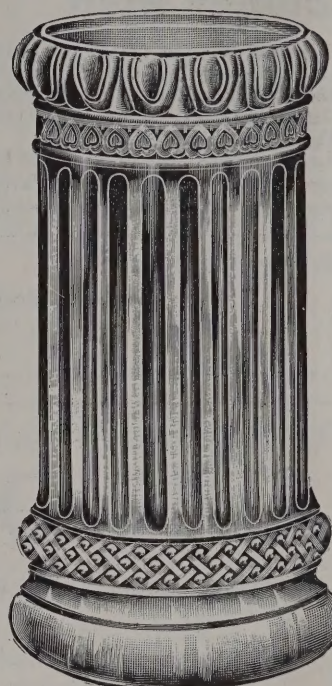
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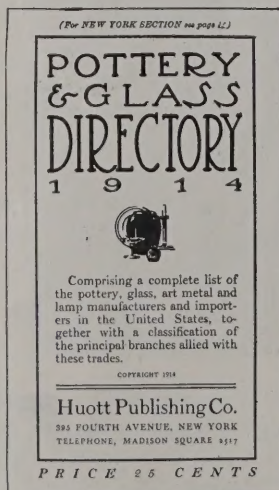
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